

Alternative Income Project (AIP) Helmand, Afghanistan



Final Report
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Executive Summary

On November 19, 2004 USAID/Afghanistan awarded Chemonics International the US\$17.9 million Alternative Income Project (AIP) to be implemented as a Job Order under the Rebuilding Agricultural Markets Program (RAMP/Chemonics). The purpose of AIP was to support the immediate needs of the most vulnerable households in Afghanistan's Helmand province by providing alternative employment opportunities to those who are dependent on or susceptible to deriving income from the illicit production of opium poppy.

AIP had two primary objectives: (1) to create immediate employment generating activities with the direct involvement of local governments and beneficiary communities, and (2) facilitate the development of an economic 'safety net', assisting people unable to participate in alternative employment activities.

In order to achieve these objectives, AIP rapidly implemented 22 cash-for-work infrastructure projects which generated 1,066,823 labor days and infused US\$4.1 million in wages into local economies. These individual labor-intensive projects employed community members of 10 districts in Helmand to clean minor drains/irrigation canals, excavate debris from karezes, rehabilitate farm to market roads, and weave metal frames for gabion baskets.

To promote economic security for those unable to participate in cash-for-work activities, AIP issued grants to INTERSOS, Mercy Corps International and VARA to lead community development activities and facilitate vocational training courses. These programs focused on particularly vulnerable segments of the population – women-led households and internally displaced people. Collectively the grantees enrolled 536 participants in vocational training programs and reached a total of 3,946 beneficiaries through literacy courses, social protection campaigns, and instructional agriculture radio programs.

Although AIP's tremendous impact was felt by its intended beneficiaries, the work did not go unnoticed by hostile forces in the region. Seven months into the project, the security environment in southern Afghanistan tragically deteriorated. From May 17 to May 19, 2005, AIP suffered three attacks resulting in the death of four staff members and seven associated individuals. AIP immediately suspended all cash-for-work activities, and instructed its grantees to only continue those community development activities which could be safely implemented. Chemonics and USAID/Afghanistan proceeded to engage in discussions to determine the most effective means for AIP to safely resume its activities.

On July 30, 2005, Chemonics and USAID/Afghanistan mutually agreed that the best way to maintain AIP's programmatic momentum was to contractually discontinue the project and fold its existing activities into other USAID-funded programs managed by Chemonics. Both parties decided that AIP's cash-for-work activities and the majority of its staff and assets would be incorporated into Chemonics' Alternative Livelihoods Project in southern Afghanistan (ALP/S); AIP's community development grants would be managed by Chemonics' Rebuilding Agricultural Markets Program (RAMP/Chemonics).

Throughout its duration, AIP attracted significant attention from a range of Afghan and American officials and counter-narcotic policy designers including US Ambassador Zalmay Khalilzad, John Walters - Director of the White House Office of National Drug Control Policy, Habibullah Qaderi, - Afghan Counter Narcotics Minister, Mark Kirk – US Congressman of Illinois, Ross Wherry – USAID Senior Reconstruction Advisor, and Patrick Fine – USAID/Afghanistan Mission Director. AIP was able to clearly demonstrate to these delegations the effectiveness of its cash-for-work and vocational training components, and how they can be easily replicated to assist in larger counter-narcotic initiatives.

AIP's final report illustrates that the project's seven months of operation were extremely successful in quickly implementing community-driven activities that responded to the immediate needs of its targeted beneficiaries. Although the project ended prematurely, AIP made a visible and lasting impact in its host communities and laid the foundation for further alternative livelihood activities in the region

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Acronyms used in this Report

AIC	Agricultural Innovation Center
AIMS	Afghanistan Information Management Service
AIP	Alternative Income Project
ALP/S	Alternative Livelihoods Program / Southern Region
CFW	Cash-for-Work
CN	Counter-Narcotic
CO	Contracting Officer
COP	Chief of Party
CTO	Cognizant Technical Officer
DoWA	Department of Women's Affairs
GIS	Geographic Information System
GOA	Government of Afghanistan
HAVA	Helmand Arghandab Valley Authority
IDP	Internally Displaced Person (People)
IED	Improvised Explosive Device
MAAHF	Ministry of Agriculture, Animal Husbandry, and Food
M+E	Monitoring and Evaluation
MCI	Mercy Corps International
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PRT	Provincial Reconstruction Team
QRF	Quick Response Force
RAMP	Rebuilding Agricultural Markets Program
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
VARA	Voluntary Association for the Rehabilitation of Afghanistan

Introduction

On November 19, 2004 USAID/Afghanistan awarded Chemonics International the US\$17.9 million Alternative Income Project (AIP) to be implemented as a Job Order under the Rebuilding Agricultural Markets Program (RAMP/Chemonics)¹. The purpose of AIP was to support the immediate needs of the most vulnerable households in Afghanistan's Helmand province by providing alternative employment opportunities to those who are dependent on or susceptible to deriving income from the illicit production of opium poppy.

Through close coordination with local government bodies, community councils and partnering NGOs, AIP successfully implemented 22 labor-intensive cash-for-work infrastructure projects and issued three community development grants to facilitate vocational training courses for women and internally displaced people. AIP was a high visibility, quick impact project that expanded rapidly – ultimately providing employment and training to over 20,000 beneficiaries in 10 of Helmand's 13 districts.

AIP was initially designed to last 12 months; however the project suspended most of its activities on May 19, 2005 after suffering the following three attacks resulting in the death of four staff members and seven associated individuals. A full security report is included as an annex to this document.

- **May 17, 2005 – Garmser District, Helmand**
A remotely detonated improvised explosive device (IED) damaged the lead escort vehicle of a payroll delivery convoy, 27 km south of Garmser district center. There were no casualties.
- **May 18, 2005 – Lashkar Gah District, Helmand**
An AIP vehicle was attacked by armed assailants, while returning from a survey of drain sites in the community of Babaji. Five individuals were shot and killed – two AIP employees, one HAVA employee, one rental car driver, and one armed police escort.
- **May 19, 2005 – Qalat District, Zabol**
An AIP vehicle was ambushed near Spina Ghabarga, traveling north on the main highway in Zabol Province. The vehicle was carrying to Kabul the body of an AIP staff member who was killed in the previous day's attack. The vehicle was stopped when hit by an RPG. Subsequently, six individuals in the vehicle were shot and killed by small arms fire – two AIP employees, two friends/family members of the deceased, and two rental car drivers.

¹ When Chemonics International first submitted this proposal to USAID/Afghanistan on November 13, 2004, it was titled 'Supporting Alternative Livelihoods Activities and Assistance Mobilization (SALAAM) in Helmand Province'. Subsequent to the award, USAID and RAMP/Chemonics renamed the Job Order the 'Alternative Income Project (AIP)'.

As the security environment of Helmand continued to deteriorate, AIP recognized it did not have adequate measures in place to confidently protect its staff. Consequently, on July 30, 2005, Chemonics and USAID/Afghanistan mutually agreed to discontinue AIP and to fold its ongoing activities into other USAID-funded programs currently managed by Chemonics. Both parties decided that AIP's cash-for-work activities and the majority of its staff and assets would be incorporated into Chemonics' Alternative Livelihoods Program/Southern Region (ALP/S), and AIP's community development grants would be managed by RAMP/Chemonics.

AIP's final report illustrates that although the project ended prematurely due to intensifying security concerns, the impact it has made in rural communities of Helmand is undeniable. The project designed and implemented replicable models of community-driven cash-for-work and vocational training projects that responded to a call for diverse employment opportunities, and laid the foundation for establishing larger, sustainable alternative livelihood programs within the region. Since November 2004, AIP generated 1,066,823 labor days through cash-for-work activities, paid out over US\$4.1 million in wages; AIP's grantees – INTERSOS, Mercy Corps and VARA – enrolled 536 participants in vocational and 'training of trainers' courses.

This report is divided into three sections. First the reader will be introduced to the challenging context in which AIP operated and presented with an overview of the project's technical approach. The second section describes the implementation and results of AIP's cash-for-work and community development grant components. The final section explores the impact of AIP, explains how AIP's activities will be transitioned into ALP/S and RAMP/Chemonics, and outlines valuable lessons learned through AIP's seven months of operation.

Section 1

1.1 The Project in Context

For over two decades of occupation and civil war, the people of Afghanistan have struggled through famine, rampant political instability, destruction of basic infrastructure, and the virtual collapse of their national economy. Prior to the years of conflict, Afghanistan was at or near self-sufficiency in wheat, its primary staple, and was a significant exporter of fruits, nuts, and other agricultural products. However throughout the 1980s and 1990s, Afghanistan's legal exports dropped by 85 percent, while the opium industry thrived – establishing a de-facto economy where opium poppy served as an income generating commodity, an exchangeable source of liquidity and credit, and as a payment mechanism, capable of storing value and funding transactions. In 2004, despite drought and plant disease that led to lower poppy yields, the opium economy, valued at 2.8 billion dollars, was

equivalent to about 60 percent of Afghanistan's 2003 GDP (US\$4.6 billion dollars, if only licit activity is measured).²

The Government of Afghanistan recognizes that the country's pursuit of a stable democratic state and full economic and political participation in the global arena will not be achieved without significantly curtailing the illicit opium poppy industry. Unless controlled, poppy production and export of its derivatives will lead to drug-driven economy and drug-influenced political environment contributing to internal and regional instability.

Although the international donor community has been working with the Government of Afghanistan to restructure and strengthen public institutions, provide basic social services and bolster legitimate economic sectors, these tremendous efforts could be drastically undermined if the opium poppy industry persists in being such a strong economic force with damaging social consequences. Associated problems are exacerbated in communities known for extensive poppy-production, where governing bodies and wealthy land-owners can often effectively maintain economic control over vulnerable people who are heavily dependent illicit production of poppy to support their livelihood.

Presidential Concern

"I feel terribly ashamed. It's very difficult for my Afghan pride to listen to it. I cannot tolerate it when they come to my office and say Afghans cultivate poppies. This shame must be removed from our country. Free us from this insult. Let's repeat in one voice, 'We don't want poppy cultivation!' [Crowd repeats] 'We want life, honor and respect.' [Crowd repeats]"

— Hamid Karzai,
President of Afghanistan,
December 10, 2004

Helmand Province is located in southern-central Afghanistan, bordering Pakistan and the neighboring provinces of Farah, Kandahar, Urozgan and Zabol. The province is 58,580 square kilometers and has a population of 745,000. Although 80 percent of its population is of Pashtoon decent, ethnic Tajiks, Hazaras, Uzbeks, Turkmens, and Balouchs also call the province home. From 2002 - 2004, roughly 16 percent of Helmand's 181,000 hectares of arable land was used for opium poppy cultivation; the province accounted for 40 percent of Afghanistan's total cultivated hectares of poppy.³ Today, Helmand remains a leading province in opium poppy production and has received an increasing amount attention from domestic and international proponents of counter-narcotic activities.

1.2 Identifying Alternatives

In recognition of the range of complex problems stemming from the opium poppy industry, the Government of Afghanistan instituted in 2004 a multifaceted *National Drug Control Strategy* that aims to reduce opium poppy cultivation by 70 percent by 2008. The national strategy is based on seven primary pillars – public information, judicial reform and law enforcement, interdiction, eradication, capacity building, tackling drug addiction, and alternative livelihood – collectively outlining a 'blueprint' around which all counter-narcotic

² UNODC, Afghanistan Opium Survey, 2004.

³ UNODC, The Opium Economy in Afghanistan: An International Problem, 2003; UNODC, Afghanistan: Support to the Verification Process of Opium Poppy Eradication, 2004.

activities will follow. Afghanistan's efforts are supported by the United States' *Joint State-USAID Strategic Plan for 2004-2009* which calls for development aid in Afghanistan to focus on economic reconstruction, political stability, and stemming the national rise in opium production.

Although intensive eradication was deemed necessary to immediately reduce the hectares of cultivated opium poppy, the strategy's designers recognized that such activities would place many rural families in peril, as it eliminates the primary source of income for poppy-dependent households. To prevent the economic ruin of these farming communities, those orchestrating the counter-narcotics strategy saw it essential to implement a significant alternative livelihood component to address these communities' needs for subsistence and to lay the foundation for sustainable sources of income.

Due to its substantial economic presence, there are numerous stakeholders who derive all or some of their income directly and indirectly from the opium poppy value chain. Stakeholders within this value chain include landowners who choose to grow opium poppy on their fields; landless agricultural laborers who are hired during the labor intensive planting and harvest seasons; truckers who haul raw opium gum to processing facilities; and merchants who trade the illicit commodity in domestic and international markets. In order to be viable to stakeholders, alternative livelihood programs must pay wages that are competitive with or higher than those that can be earned within the opium poppy value chain.

Individual alternative livelihood activities may have immediate goals, such as providing seasonal jobs to farmers who willingly refrain from planting poppies in their fields. Or the activities may work towards longer-term goals, such as establishing processing centers to add value to licit agricultural products. The programs are intended to enhance local economic security, preparing agricultural communities for the eventual and complete removal of opium products from local and the national economy.

Although initially designed to be an immediate assistance project, AIP has laid the foundation for fostering more sustainable and longer-term alternative livelihood programs throughout the province. As USAID worked with the Government of Afghanistan to further develop counter-narcotic initiatives, it became clear that AIP's work could seamlessly transition into newly implemented programs serving as one of the immediate tools contributing to longer-term objectives.

1.3 Technical Overview: Objectives and Approach

The planting and harvesting of opium poppy are extremely labor-intensive activities. The overall labor needed to cultivate one hectare of opium poppy is eight to nine times more than that needed to cultivate one hectare of wheat. During harvest season, roughly 200 labor-days are required to harvest one hectare of opium poppy, while a hectare of wheat would require only 23 labor days.

AIP's activities focused primarily on the stakeholders at the beginning of the opium poppy value chain - small farmers and agricultural laborers who turn to working in opium poppy fields in the absence of alternative employment opportunities. Of all the domestic stakeholders, these individuals reap the smallest returns from the opium industry. AIP's activities aim to provide daily wages that compete with those paid out by stakeholders further up the value-chain – land owners, transporters, processors – thereby raising the opportunity cost of those stakeholders. AIP's mission statement and implementation principals direct the project's activities to ensure a focused approach was maintained to most effectively achieve its objectives and goals.

AIP MISSION STATEMENT

In close consultation with all levels of the Afghan government, communities and donor agencies, and in support of the larger government of Afghanistan counter-narcotic initiative, AIP will efficiently implement community-driven quick impact activities that provide:

- Immediate cash infusions to communities through labor-intensive activities;
- Economic growth in the community, as a foundation for future economically-viable alternatives to poppy production;
- A strong message that the Government of Afghanistan and donors will assist communities through emergency programs that will lead to sustainable development.

AIP Objectives and Goals

The success of AIP's efforts is measured by its effectiveness in achieving two objectives and their corresponding goals.

Objective 1: Creation of immediate employment generating activities with the direct involvement of local governments and beneficiary communities.

Goal: Generation of 2,500,000 labor days of employment.

Objective 2: Facilitation of an economic safety net for populations unable to participate in alternative employment activities.

Goal: Completion of social and enterprise development activities targeting vulnerable populations.

AIP Approach

In order to reach these goals AIP implemented two types of programmatic activities: (1) community-driven cash-for-work infrastructure projects – representing approximately 90 percent of the project's 'direct assistance' funding (65 percent of the project's total budget), and (2) community development grants focused on vocational training for vulnerable populations – representing approximately 10 percent of the project's 'direct assistance'

funding (6 percent of the project's total budget). Additionally, approximately 2 percent of the total budget went to local salaries. The remaining 27 percent of the project's total budget was spent on 'non-direct assistance' costs.

Both the cash-for-work and community development grant components worked towards providing new employment opportunities, and contributed to the sustainable prosperity of the host communities by adhering to four principals of implementation:

- **Developing and maintaining productive relations with all stakeholders.**
Due to the large number of stakeholders, intensive coordination and information-sharing was a key to the success of AIP. It was extremely important for AIP to obtain multiple-level Afghan buy-in for all activities, fostering active participation with community representatives, and local/provincial government bodies.
- **Ensuring accountability and flexibility.**
AIP ensured quick impact and results with only essential management burden and layering. As AIP played an important role in the larger counter-narcotic and reconstruction efforts, the project maintained a committed focus on specified goals, indicators and targets. In order to maintain this focus, and respond to an ever-changing operational environment, a flexible approach was used in order to take quickly adapt to new opportunities and obstacles.
- **Implementing innovative high quality infrastructure activities.**
To ensure that activities lead to longer-term sustainable development, all AIP infrastructure activities adhered to recognized engineering norms and standards.
- **Focusing on community social and enterprise development activities for vulnerable groups, including women.** Due to the emphasis on quick results and an adverse operational environment, AIP's social and enterprise development activities were targeted to reach vulnerable groups that may otherwise be left out of normal development programs.

Through close consultation with government institutions, local councils (*shuras*), and partner organizations, AIP identified, assessed the need for, designed, implemented and monitored 25 innovative projects (22 cash-for-work projects, 3 community development grants) across 10 districts (Garmser, Lashkar Gah, Kajaki, Marja⁴, Musa Qala, Nad-i-Ali, Nawa⁵, Nahri Sarraj, Naw Zad, and Sangin) in Helmand Province.

Over its seven months of operation, AIP gained extreme momentum, ultimately providing jobs for over 20,000 individuals, and facilitating vocational training in agricultural technology, carpentry, enterprise development, masonry, motorbike repair, poultry production, tailoring, and tractor repair. Annex II provides as summary of all of AIP's activities.

⁴ Marja is located in eastern Nad-i-Ali. Although it is not registered as an official district with AIMS, Marja does have an active district government, and is regarded as a separate district by AIP.

⁵ This district is also known as Nawa-e-Barakzai

Section 2

2.1 Selecting Activities

AIP implemented 22 labor-intensive infrastructure projects, cleaning drains, canals, and karezes, rehabilitating access roads, constructing gabion baskets, and renovating HAVA's laboratory in Lashkar Gah City. Collectively these projects infused more than US\$4.1 million through wages into local communities. Congruently, AIP issued community development grants to INTERSOS, Mercy Corps International and Voluntary Association for the Rehabilitation of Afghanistan (VARA) to design and facilitate vocational training courses. Since its beginning, AIP experienced tremendous exponential growth, indicating that it was well on its way to reach its programmatic goals on schedule.

To identify specific activities to fund and to ensure that the project's objectives of increased employment and income-generating opportunities for vulnerable households' were effectively met, AIP developed the following criteria on which it based its selection.

AIP Activity Selection Criteria	
Criterion	Rationale
Scale and generation of greatest number of jobs	Larger high impact infrastructure activities that require a large number of unskilled person-days of labor provide for increased management economies of scale. <i>This was the most important criteria for the selection of cash-for-work activities.</i>
Potential for future sustainable economic growth	Activities should build the foundation for future sustained alternative livelihoods. For activities to have longer-term impact, they need to be structured properly and implemented with high standards.
Address needs of most vulnerable groups	Activities, particularly community enterprise and social activities, should be targeted at the most vulnerable groups (including women).
Quick impact	Tangible impacts should be realized quickly.
Located near or in poppy-growing areas	As AIP aims to provide a foundation for alternative livelihoods, activities near or in poppy-growing areas will be given a high priority.
Reflect community priorities	Buy-in from all levels of the community is crucial for the success of AIP.
Environmentally sound	Activities should not adversely affect the environment.
Offer visible and tangible benefits	To build momentum for the larger counter-narcotic public information program and reconstruction process, activities would ideally be high-visibility.
Leveraging of partnerships and existing programs	To build momentum for the larger counter-narcotic public information program and reconstruction process, activities would ideally be high-visibility.
Natural Resource Management / conservation considerations	For environmental and sustainability reasons, activities should ensure proper stewardship of resources.

These criteria provided a ‘lens’ through which potential activities were identified and assessed. AIP concedes that not all criteria were met by all activities. Certain criteria, for example, employment generation, gender opportunities, and visible and tangible impact were weighted somewhat more heavily than others. However, the more criteria that were met for each activity, the more likely AIP was to pursue that activity.

The rest of this section describes the steps AIP followed to implement its successful cash-for-work and community development activities. However, it is first necessary to explain how AIP’s achievements would not be possible without forging and maintaining strong relationships with other instrumental players in Helmand who were committed to the project’s objectives and Afghanistan’s national counter-narcotic strategy.

2.2 A Collaborative Effort

It is important to note that AIP’s rapid growth was a product of strong cooperation with HAVA, the Governor of Helmand, local officials, community councils and the PRT. AIP worked closely with each of these entities, sharing technical knowledge, coordinating activities, ensuring community participation/ownership, and exchanging security information.

Helmand Arghandab Valley Authority (HAVA)

The Helmand Arghandab Valley Authority (HAVA) is a provincial planning body based in Lashkar Gah city, created in 1952 with assistance from the United States Government. In consultation with the Ministry of Irrigation and Public Works and international donors, HAVA monitors water use throughout Helmand and has developed a strategy for revitalizing irrigation and drainage systems to increase agricultural productivity. During AIP’s beginning, HAVA held meetings with district governors, district and village councils (*shuras*) to explain the project’s objectives and discuss priorities at the provincial, district, and community level.

AIP worked closely with HAVA staff engineers, seconding them to the project to survey proposed cash-for-work sites and to provide technical advice and assistance. HAVA also allowed AIP access to the institution’s extensive library of maps and irrigation plans which significantly helped AIP’s planning of cash-for-work activities. Additionally, the institution provided office space to the project in exchange for AIP partially renovating HAVA’s soil and water testing laboratory. This relationship proved to be essential in appropriately designing infrastructure projects from a macro perspective, and contributed to strengthening the institutional capacity of HAVA.

Provincial and District Governors

Governor Sher Mohammed Akhonzada, has been the Governor of Helmand Province since 2001. At the project's onset, AIP representatives met with Governor Akhonzada seeking a commitment to the project and to the principles of nation's counter-narcotic efforts. The governor has supported AIP's activities by making available local police forces and his own troops to serve as static guards at AIP's office at the HAVA compound and staff residences, and to provide armed escorts for site inspections and pay missions. Upon invitation, the governor accompanied AIP on a pay mission to Nad-i-Ali; he personally handed out pay packets and expressed his gratitude to the workers. The governor's office was also particularly compassionate after the May attacks on AIP, assisting in the distribution of ingredients for *khatem* (ceremonial funeral meal) and bequeathing land to the families of the deceased.



Governor Sher Mohammad pays an AIP laborer at Nad-i-Ali

District Governors, *woliswals*, are based in district centers and serve as the official representatives of the government for the districts. The *woliswals* have been amazingly helpful throughout AIP's duration, providing office space when needed to conduct planning meetings and to serve as a secure location when distributing pay packets to cash-for-work laborers.

District and Community Councils (*Shuras*)

All of AIP's activities were community driven; they responded to the direct needs of the target beneficiaries. AIP and HAVA representatives met regularly with district and community *shuras*, traditional forums of assembly in Afghanistan, to discuss potential infrastructure projects. The *shuras* outlined specific needs within their community that fit within HAVA's objectives and goals. Collectively, AIP and the *shuras* designed labor-intensive projects that involved the largest number of individuals and had the greatest overall impact in the community. The *shuras* proved to be particularly instrumental in monitoring recruitment procedures to transparently hire qualified and responsible site supervisors and foremen for the individual cash-for-work activities. INTERSOS, Mercy Corps and VARA also engaged in consultations with *shuras* to ensure vocational curriculum was appropriately responsive to the host communities.

Provincial Reconstruction Teams (PRT)

In addressing the need for expediting post-conflict reconstruction in Afghanistan, the US and coalition partners established specialized civil-military units called Provincial Reconstruction Teams (PRT). Within the PRTs are civil affair units differing from regular military forces in that they are trained to facilitate civil-governance functions and enhance public sector services, rather than engage in combat operations. The Lashkar Gah PRT's civil affairs officers are tasked with conducting village assessments and identifying and funding small- and large-scale infrastructure and community development projects. The majority of their projects are implemented through contracts with local construction companies. AIP regularly consulted with the PRT to identify possibilities for collaborating on new infrastructure projects and to exchange pertinent security information. The PRT also periodically accompanied AIP staff on site inspections and pay missions to provide extra security when required. The PRT's assistance was particularly invaluable to AIP in the aftermath of the May attacks. The PRT provided accommodations for evacuating AIP staff, arranged armed pay-convoys to various parts of the province, as well as served as a quick reaction force (QRF) for pays issued from the HAVA Building, so AIP could safely distribute wages owed to cash-for-work laborers after the programmatic suspension.

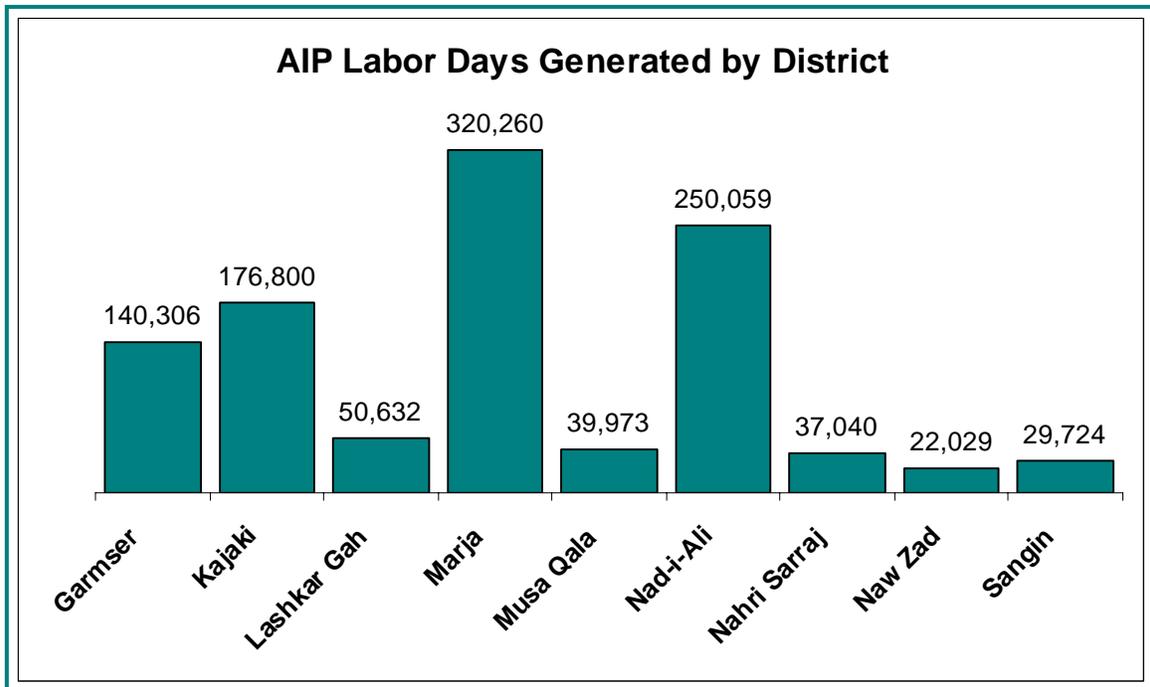


AIP engineers and PRT civil affairs officer conduct an inspection of a potential new worksite in Lashkar Gah.

2.3 Cash-for-work Activities

Within 15 days of the project's start, AIP began its first cash-for-work activity. Representatives from HAVA and AIP met with *wolimals* and *shuras* of Nad-i-Ali to design a labor-intensive project, improving the drainage of water from 10,660 hectares of arable land. AIP field engineers and site supervisors distributed shovels and picks to 2,200 laborers, and oversaw the cleaning of more than 350 kilometers of drains. Throughout the project's duration, AIP rapidly expanded, starting cash-for-work activities at new sites each successive month.

The goal of AIP's cash-for-work component was to rapidly generate 2.5 million labor days of employment in areas of poppy cultivation by November 18, 2005. By the project's suspension on May 19, AIP had generated 1,066,823 labor days. The table illustrates the number of labor days generated by district.



AIP’s cash-for-work activities had a strong retention rate, and lost very few laborers to the lures of employment in the poppy-fields during the March/April harvest season. When joining an AIP activity, laborers were informed that they would not be able to come back to work if they took time off to harvest poppies. Realizing that AIP’s work would extend beyond the harvest season, most laborers saw it more advantageous to maintain their relationship with the project than to abscond to the poppy fields.

Through cooperation with HAVA and local governing bodies, AIP was able to quickly assess community needs and mobilize replicable management models for the following cash-for-work activities. As an annex to this report, all of AIP’s cash-for-work activities are plotted on a map of Helmand, illustrating the project’s coverage throughout the province.

Drain Cleaning

The majority of laborers working with AIP were hired to clean minor drains in and around their communities. Most of AIP’s manual drain cleaning activities were implemented congruently with RAMP/Chemonics’ mechanical rehabilitation of drain networks in the region.



Before and after, drain cleaning in Nad-I-Ali

This integrated approach ensured that both projects worked towards a common goal while achieving their individual strategic objectives. Although well designed, many drains are in ill repair and have not been properly maintained. In most cases the drains are clogged with vegetation and sediment, preventing proper flow of water. In a rural setting, if drainage systems are not working properly, arable land can flood, rendering it unsuitable for cultivation. Additionally, if fields do not appropriately drain, the salinity content of the soil will rise, making the land increasingly infertile. In an urban setting, if drains are not cleared waste water can contaminate drinking water, and stagnant pools can form creating breeding grounds for mosquitoes – increasing the risk of malaria and other insect borne diseases. The drains AIP worked on ranged from narrow, road side ditches, to wide trenches- intersecting plots of farmland. It is because of the range of widths and depths of the drain segments that the labor days generated per kilometer cleaned vary from worksite to worksite.

AIP Helmand Drain Cleaning Activities					
December 3, 2004 – May 18, 2005					
Location	Km. Cleaned		Labor Days Generated	Wages Paid	% of Project Complete
	Target	Actual			
Babaji	50	1	9,370	\$ 36,677	2%
Bashran	0.8	0.8	20,210	\$ 77,882	100%
Bolan	27.38	16.19	13,955	\$ 57,606	59%
Darweshan	110	40	62,886	\$ 253,914	36%
Kajaki	45	45	74,256	\$ 286,155	100%
Lashkar Gah City	33	0.86	760	\$ 3,286	3%
Marja	676	386.6	214,616	\$ 862,488	57%
Nad-i-Ali	600	304.5	237,999	\$ 922,847	51%
Total:	1542.18	794.95	634,052	\$ 2,500,854	52%

Irrigation Canal Cleaning

AIP’s canal cleaning activities were particularly successful – 98 percent of the target work was completed, improving irrigation for 7,600 hectares of farmland. AIP primarily worked on canal cleaning during the winter months, when many canals are closed and easier for laborers to access. Since the 1952, HAVA has been working to install canal networks throughout the province, in an attempt to channel much-needed water to otherwise desert land. Similar to the drainage systems, canal maintenance has been largely neglected in farming communities; many canals are clogged with mineral debris, as the banks have eroded, obstructing the proper flow of water. Consequently, a significant portion of Helmand’s otherwise arable land does not receive the necessary amount of water for high-yield cultivation. Without irrigation canals working properly, water is not conserved or appropriately diverted, resulting the flooding of farmland and the unnecessary evaporation of valuable water.

AIP Helmand Canal Cleaning Activities

January 17, 2004 – May 18, 2005

Location	Km. Cleaned		Labor Days Generated	Wages Paid	% of Project Complete
	Target	Actual			
Bashran	4.8	4.8	1,909	\$ 5,862	100%
Darweshan	40	40	76,860	\$ 310,339	100%
Lashkar Gah City	6	1.5	2,393	\$ 3,858	25%
Marja	65.6	65.69	105,644	\$ 372,444	100%
Nad-i-Ali	30.2	30.15	12,060	\$ 43,400	100%
Nahri Sarraj	75	75	37,040	\$ 142,131	100%
Total:	221.6	217	235,906	878,034	98%

Karez Cleaning

Karez are a subterranean irrigation system consisting of gently downward sloping tunnels that channel water through series of deep vertical wells spaced in regular intervals throughout rural communities. Through such networks of tunnels and wells, large areas of farmland are supplied with water for irrigation without needing mechanical pumps. Many sections of karez in Helmand have caved-in on themselves, and are not operating at their full capacity. AIP started three projects excavating debris out of the wells and tunnels. Once the tunnels are cleared, a greater amount of ground water can flow and feed into the wells which is then drawn by hand to irrigate crops and for domestic consumption.



Laborers hauling debris out of a karez well in Kajaki.

AIP Helmand Karez Cleaning Activities

March 1, 2004 – May 18, 2005

Location	Km. Cleaned		Labor Days Generated	Wages Paid	% of Project Complete
	Target	Actual			
Kajaki	920	130	91,936	\$ 354,287	14%
Musa Qala	160	54	39,973	\$ 163,777	34%
Naw Zad	500	24	22,029	\$ 89,070	5%
Total:	1,580	208	153,938	\$ 607,135	13%

Road Rehabilitation

AIP implemented two road rehabilitation activities, both improving farming communities' transport access to the Kandahar-Herat Highway⁶. Agricultural laborers from Kajaki and Sangin districts were employed to level/compact 55 kilometers of road and crown them with a top layer of gravel. Additionally, laborers dug appropriate road-side culverts for draining rain run-off. By the project's suspension, the laborers completed 13.2 kilometers of road in this manner.

By strategically improving access roads in areas that have already benefited from irrigation rehabilitation, farmers have the means to move their agricultural products to market. Improved roads also reduce transportation costs and the rates of spoilage and damage to produce en route, resulting in greater returns for small farmers and associated value-chain stakeholders.

AIP Helmand Road Rehabilitation Activities					
April 8, 2004 – May 18, 2005					
Location	Km. Cleaned		Labor Days Generated	Wages Paid	% of Project Complete
	Target	Actual			
Kajaki	15	1.7	10,608	\$ 40,879	11%
Sangin	40	11.5	29,724	\$ 120,903	29%
Total:	55	13.2	40,332	\$ 161,782.00	24%

HAVA Laboratory Renovation

In order to effectively plan the revitalization of irrigation and drainage networks, HAVA must have a practical knowledge of the changes in water and soil quality and composition. In Lashkar Gah city, HAVA constructed a laboratory to analyze water and soil samples, testing for mineral content and salinity/PH levels. Unfortunately, due to lack of funding, the HAVA laboratory has not been operating at its full capacity; recently it has merely served as a depository for provincial/district maps and technical manuals.



HAVA laboratory before and after AIP renovations.

⁶ USAID, the Japanese and Afghan governments, and the Louis Berger Group, are working to de-mine and pave the 389-kilometer Ring Road, connecting Kabul to Herat. The highway bisects Helmand province, cutting through Nahri Sarraj, Nad-i-Ali, and Washer districts.

In exchange for the use of office space in the HAVA office building, AIP orchestrated a cash-for-work project to partially renovate the laboratory, employing laborers to re-wire and paint the building, install new plumbing and repair the septic tank, replace broken windows, tile and install new fixtures in the bathrooms, and erect a wall on the perimeter of the facility. As this activity was contained within a compound in Lashkar Gah city, this was the one cash-for-work activity AIP was able to continue during June, July and August when other activities were suspended.

Unlike, the other cash-for-work activities, the renovation of the HAVA laboratory was not so much community driven, as it was institutionally driven. AIP contributed \$25,000 (labor and materials) managing service agreements with local construction contractors, effectively generating 2,035 labor days, and distributing US\$7,846.

Gabion Basket Weaving

Gabions are woven metal baskets, which are filled with rocks and strategically placed in canals to divert the flow of water and to prevent bank erosion. In Darweshan (Garmser District), AIP implemented an activity in which 14 households, worked on constructing 210 basket frames, ranging in size from 1 by 1.5 meters to 2 by 2 meters, to be used in the Mian Pushtah canal. For this activity, HAVA provided the metal wire used to construct the baskets, and AIP supplied the necessary tools and covered the laborers' wages.

This was AIP's first cash-for-work activity that involved women, who comprised 50 percent of the 28 person workforce. AIP measured this activity's progress according to the square meters of basket frames the laborers constructed. By the project's suspension, the laborers had woven 2,334 square meters of wire into basket frames, and effectively generated 560 labor days.



Woman weaving gabion basket in Darweshan.

A Model for Repeated Success

AIP's first project was largely orchestrated by HAVA to address an immediate need it had identified regarding the inadequacy of existing drains in Nad-i-Ali. However, as word of AIP's activities traveled through the province, AIP began to receive most of the requests for assistance directly from local communities. Almost daily, AIP met with community representatives who were eager to have employment generating activities implemented in their districts. AIP soon developed the following 10 steps for efficiently reviewing requests, approving, and implementing cash-for-work activities to maintain its focus on immediate employment generation.

- Step 1: Receive initial assistance request from community**
AIP frequently received requests from district and village representatives throughout Helmand, most often seeking assistance in improving their drainage/irrigation systems or access roads. AIP reviews the request in consideration of the project's selection criteria.
- Step 2: Consultation with HAVA and local government bodies**
If the community request preliminarily adheres to AIP's selection criteria, technical staff discusses the proposal with HAVA, to determine whether or not it is in line with provincial/district infrastructure priorities.
- Step 3: Engage in memorandum of understanding (MOU) with community**
If HAVA approves of the community's request, then AIP's Senior Project Activities Advisor/Government Liaison meets with the village *shuras* and district governor to ensure involved parties are of the same understanding of the activity's scope and the community's responsibilities. These discussions are formalized in a MOU.
- Step 4: Conduct technical survey**
AIP technical staff and engineers seconded from HAVA visit the work site and determine what actual tasks need to be completed, the size of the labor-force required, materials/services needed (picks, shovels, trucks to remove debris, etc.), and duration of the project.
- Step 5: Hire site supervisors, foremen and laborers**
Once AIP determines how many laborers are required to complete the activity, then a corresponding number of site supervisors and foremen candidates from the community are transparently interviewed and selected through a consultative process with the *shuras*. Laborers are then hired, informed of the project's general technical goals, and added to the payroll. At this time, site supervisors, foremen, are instructed on how to properly enter laborer hours into timesheets and collect identifying laborer thumbprints as certification.

- Step 6: Distribute materials and provide training to laborers**
AIP provides and funds all needed materials for its cash-for-work activities. AIP procures shovels, picks, wheel-barrows, and other assorted tools in bulk and distributes them to the workers. At the end of the project, the community members retain the tools they received. AIP engineers instruct the foremen on appropriate methods for managing work-groups, consisting of 20 laborers each.
- Step 7: Design monitoring and evaluation tools**
For each worksite, AIP's M+E staff tailored reporting worksheets specifying the activities' individual targets, and used to track daily progress. The M+E staff instructs the site supervisors on how to properly enter data into the worksheets which they submit on a weekly basis to Lashkar Gah.
- Step 8: Begin work**
- Step 9: Conduct regular site inspections and pay missions**
In addition to having field managers stationed in the districts where AIP operates, AIP and HAVA engineering staff regularly visited sites to ensure infrastructure activities adhere to recognized engineering norms and standards and that activities are progressing on schedule. AIP M+E staff members visit sites to gather GPS data which is fed into RAMP/Chemonics GIS platform, and monitor the retention of laborers on the workforce. AIP paymasters carry-out routine pay missions to worksites where individual laborers are paid directly for their work. This direct system of payment proved to be very effective in minimizing the risk of fraud and embezzlement, and contributed to AIP's reputation as a project void of corruption.
- Step 10: Closing the project**
At the end of a project, AIP staff meets with the village *shuras* and assess the impact of the completed activity. At this time, both parties may discuss the possible need for additional cash-for-work activities, and/or the implementation of alternative community development activities.

AIP kept security in the forefront of its planning when carrying out each of these steps. The project's security manager was consulted throughout the implementation cycle - before a mission ventured to a new site and then afterwards when projects were selected he logistically determined how we would travel to and operate at each site.

Managing Activities

The system in which AIP developed to manage its numerous cash-for-work activities proved to be extremely effective in training laborers, providing necessary technical oversight, monitoring progress, and transparently distributing wages. Additionally, to the project's credit, this structure was easily replicable and could be rapidly mobilized at newly selected

worksites. Following are the key players in AIP's cash-for-work component. The positions are presented graphically, illustrating their relationship with other staff, on AIP's organization chart (Annex III). Unless otherwise specified, all of these positions were held by local Afghan staff.

- **Implementation Director:** A civil engineer who served as the chief technical designer of all cash-for-work infrastructure activities and primary liaison with HAVA's engineering staff. The implementation director is familiar with HAVA's infrastructure priorities and, as a Helmand native, has a great understanding of the province's topography and needs of the agriculture community at large. He provided technical oversight and led management for all infrastructure activities.
- **Senior Project Activities Advisor/Government Liaison:** A returned national (Afghan-American) with over 15 years' experience coordinating development, rehabilitation, and humanitarian assistance projects throughout Central Asia. On AIP, he coordinated activities with national, provincial, local authorities, supervised the hiring/selection process in local communities, and led the negotiations of MOUs with district and village *shuras*.
- **Engineering Advisors:** AIP employed one international senior engineering advisor specializing in irrigation and drainage, and one local road construction engineer. They worked directly with the implementation director in planning individual activities; conducted initial technical surveys and environmental assessments, and routinely inspected worksites to ensure that proper engineering standards were upheld.
- **Monitoring & Evaluation / Reporting Unit:** The unit consisted of the public information and reporting specialist and three M+E personnel. The unit was responsible for designing daily reporting templates for each activity, and regularly updating databases tracking activity progress and laborers employed. Additionally, the unit gathered GPS coordinates of work-sites so that activities could be accurately monitored through RAMP/Chemonics' GIS platform in Kabul.
- **Paymasters:** AIP's paymasters were responsible for verifying and processing timesheets from the worksites and preparing individual pay-packets of wages. With armed escorts as required, the paymasters routinely visited all worksites and distributed pay-packets directly to the laborers.



Individual laborers in Nad-i-Ali line up to receive their wages from AIP paymasters

- **HAVA Surveyors:** Periodically, AIP requested HAVA surveyors, both based within the worksite districts and from Lashkar Gah City, to assess the progress of the cash-for-work activities. The surveyors provided technical advice and ensured activities met HAVA’s design specifications. The HAVA surveyors also served the valuable role of controlling the water levels of canal intakes, temporarily cutting water flow allowing laborers greater access to canals.
- **Infrastructure Supervisors:** AIP’s infrastructure supervisors were responsible for overseeing all activities within their assigned districts. They were technical advisors, planners and managers who were usually hired from the districts in which they worked. They served as the primary AIP liaison with the district *wolismals* and the community *shuras*. Bi-weekly, the infrastructure supervisors reviewed and submitted to AIP’s main office reporting worksheets and laborer timesheets.
- **Field Managers/Oversight Officers:** The field managers and oversight officers were hired directly from the host communities, and were responsible for overseeing individual worksites. They completed daily reporting worksheets and collected the laborers’ timesheets from the site supervisors. Both of these reporting tools were submitted to the AIP infrastructure supervisors in charge of their districts.
- **Site Supervisors:** Site supervisors were hired directly from within the host communities on an activity-specific basis; they are not full-time AIP staff members. The site supervisors oversaw the work of 10 foremen, each managing workgroups of 20 laborers. The site supervisors collected and review and laborers’ timesheets from the foremen, and submitted them to the field managers/oversight officers.

Transparent Recruits

For its cash-for-work component, AIP developed an equal-access procedure for hiring supervisor applicants. First, each community in the area to be worked on was contacted and asked to introduce qualified candidates. Those nominated take a short written test designed by an AIP Engineer, then they take an oral test in a closed session. The best candidates were identified by a selection committee comprising district officials, HAVA officials, and AIP technical staff.

Members of the district and village *shuras*, local officials, and community members are invited to observe the procedure. Many observers and participants have praised the procedure, saying that it was far clearer, more legitimate, and less contentious than traditional methods of hiring.

AIP’s track record in implementing exceptionally smooth start-up of activities can be attributed in part to the transparent, legitimate way in which genuinely qualified candidates were chosen before the whole community.



Candidates gather a district center to take site supervisor examination

- **Foremen:** Oversaw individual work groups, each carrying out a specific task at the worksites. Foremen updated attendance records, and submitted laborer timesheets to the site supervisors.
- **Work Groups:** Consisted of 20 laborers, hired from within the host communities. They are small farmers and landless workers who directly benefit from the immediate employment provided by AIP. These are the individuals who ultimately benefit from the improvements AIP has made on irrigation and drainage networks and farm to market roads.

This structure maintains a firm and transparent chain of management and reporting. AIP has found this easily replicable model to be a key in the project’s success in rapidly expanding productive cash-for-work activities throughout the province.

2.4 Community Development Grants

AIP’s cash-for-work efforts worked towards the project’s first objective of creating immediate employment generating activities. The community development grants component focuses on AIP’s second objective of facilitating an economic safety net for people unable to participate in labor intensive activities. This beneficiary group includes women, the disabled, youth and the most food insecure—including subsistence farmers in remote areas and Internally Displaced People (IDP).

AIP programmed a total of US\$584,838 in grants to provide vocational training, promote literacy, construct community centers, and increase awareness of best practices for domestic agriculture activities in the Mokhtar IDP Camp and communities of Garmser, Girishk, Lashkar Gah, Nad-i-Ali, and Nawa districts. Those NGOs selected by AIP to be grantees had demonstrated an impressive track record of reaching and improving the livelihood of women-led households and socially vulnerable groups in Helmand.

This section describes the approaches and accomplishments of AIP’s three exceptionally able partnering organizations: INTERSOS, Mercy Corps, and VARA.

Helmand Alternative Income Opportunities Program			
Grantee: INTERSOS	Location: Mokhtar IDP Camp	Grant Value: \$250,000	Total Disbursed by AIP: \$103,110

INTERSOS received a grant from AIP to facilitate vocational training and non-formal education programs for households within the Mokhtar IDP Camp, (est. 2002). More than 30,000 IDPs live in Mokhtar Camp, many originally hailing from Bagdid, Faryab, Ghor, Helmand, Jowzjan, and Uruzgan provinces. Most IDPs have been displaced after decades of political instability and repeated seasons of drought. Due to limited opportunities for employment and inadequate technical/vocational skills, many landless camp residents are

susceptible to work offers from near-by opium poppy fields during the labor intensive periods of planting and harvest.

Vocational Training

From March 15, 2005 to August 31, 2005 INTERSOS enrolled 299 participants in three-month-long training courses in carpentry, masonry, motorbike repair, radio repair, tailoring, and tractor repair. INTERSOS also coupled literacy courses with the vocational training for those participants who were interested; literacy training assists the participants in better contextualizing skills they are acquiring during the training. The participants enrolled in the advanced level courses received additional training in enterprise management, preparing them to open small businesses once they have returned to their communities of origin. To those participants who graduate, INTERSOS distributes course-specific tool kits and assists them in securing apprenticeships with local workshops in Lashkar Gah.

INTERSOS Vocational Training			
Skill	No. of Courses Held	Participants Enrolled	
		Male	Female
Foundation Level			
Tailoring	4	40	80
Masonry	2	42	
Motorbike Repairing	2	65	
Carpentry	2	49	
Subtotal:	10	196	40
Advanced Level			
Motorbike Repairing	1	7	
Tailoring	2	6	30
Subtotal:	3	13	30
Grand Total:	13	209	90

INTERSOS relies heavily upon community involvement to select participants for its vocational training and for leading courses. Community representatives from Mokhtar Camp first met with INTERSOS to discuss the range of courses offered. The representatives then described the program to their communities, and encouraged individuals who were interested in either taking a course or leading a course to submit formal applications to INTERSOS. Prospective candidates were assessed according to financial



Participants in masonry vocational training course at Mokhtar IDP Camp.

need, status in family, existing skills and plans for future employment based on the trainings offered. Selected applicants then provided INTERSOS with their names, name of camp representative and plot number (address) within the camp.

In some cases, INTERSOS discovered that community representatives did not/were not able to adequately describe the program, leading to low numbers of applicants. In such cases, INTERSOS' staff social workers were dispatched to the communities to discuss the program in greater detail with the general population, encouraging participation through explanation of the training courses and benefits. This in turn led to much higher levels of participation and registration.



Children enrolled in non-formal education programs within the Mokhtar IDP Camp

Non-Formal Education Programs

In addition to providing vocational training to breadwinners of the Mokhtar Camp, INTERSOS provides children with informal education

courses, recreational activities and awareness courses. These programs, designed in part and taught entirely by Mokhtar community trainers, help children re-establish a normal pattern of life, serving the aim of re-building self esteem and self-sustainability affected after years of war and displacement. Non-formal education activities vary from literacy and English courses to sports, drawing, painting, drama, gardening, health & hygiene, peace



education and conflict resolution, child rights, mine awareness and drug awareness. With curriculum based largely off instructional material INTERSOS is using in other Afghan IDP camps, the community trainers have reached 3,236 children, holding courses at 42 different locations throughout the camp.

To date, under its grant with AIP, INTERSOS has reached 25 percent of its targeted 13,870 beneficiaries within the Mokhtar IDP Camp. INTERSOS remains committed to implementing activities under this grant until December 2005, continuing under the RAMP/Chemonics contract.

Project to Support Income Generation and Agricultural Training

Grantee:	Location:	Grant Value	Total Disbursed by AIP:
Mercy Corps International	Lashkar Gah, Nawa	\$84,838	\$53,739

Mercy Corps International is an American NGO with nearly 20 years experience working in Afghanistan - implementing programs focused on humanitarian assistance, micro-finance, and agricultural technology. Under AIP, Mercy Corps received a grant to provide vocational training in agriculture and poultry production, and to raise awareness in best practices for food processing and domestic agriculture activities.

From April 11, 2005 to July 31, 2005, Mercy Corps organized 10 poultry production training groups and enrolled a total of 120 women from nine communities in Lashkar Gah and Nawa districts. Additionally, the grantee produced six half-hour educational radio programs, presenting practical information on best practices for agricultural processing, nursery establishment, vegetable growing, poultry production, and the importance role of women in agriculture.

Although Mercy Corps was able to make a significant impact, the deteriorating security environment prevented the organization from carrying out a number of its planned activities; security threats made it difficult for women to gather for vocational courses, and made it impossible for trainers to visit many targeted communities. Mercy Corps was able to complete a ‘training of trainers’ workshop for nine staff members at the organization’s Agricultural Innovation Center (AIC) in Lashkar Gah. The AIC is a training and agricultural demonstration facility run by Mercy Corps in collaboration with the Helmand MAAHF and the Helmand Women’s Association (HWA). The center aims to increase women’s involvement in agriculture and agriculture-related income generation through vocational training, small scale agro-processing and public forums highlighting and promoting women’s role in agriculture. Trainers, master trainers and community development officers, learned about the facilities available at the AIC, refreshed their technical skills, and established vegetable nurseries—cauliflower, cabbage, onions, radish, turnip, and spinach—in preparation for the vegetable production training component.

Poultry Production Training

Mercy Corps established 10 poultry production training groups each comprising 12 women. The participating women enrolled in a four-week course and received training in general care practices for the chickens, vaccination requirements, and



Women working with poultry incubators at Mercy Corps’ Agriculture Innovation Center in Lashkar Gah

nutritional needs. By the end of the training, all participants were given 25 one-and-a-half-month old chicks with all necessary inputs for properly raising poultry - including one feeder, two drinkers and 50 kilograms of chicken feed. Through this program, Mercy Corps distributed 3,000 chicks for the women to use in developing small enterprises. After three months, when the birds are old enough, the women will be able to manage the production of eggs and chickens for household consumption and occasional sale. Mercy Corps maintains relationships with course participants; selling fertilized eggs (at a slightly higher price than current eggs, so as to discourage consumption) so the women can work to build small poultry production enterprises.

Mercy Corps originally intended to provide and install one incubator in each community with a newly established training group. However, due to security concerns, the organization installed 10 incubators at the AIC. To date, 700 chickens have hatched within the incubators. After the birds have been vaccinated, they will be distributed to graduates of the training course to replenish their flocks.

Mercy Corps Poultry Production Training	
Indicator	Result
Training Groups established, 12 women each	10 (8 in Lashkar Gah District, 2 in Nawa District)
Women trained in poultry management	120
Chickens distributed	3,000
Feeders distributed (feeding troughs)	6,000
Drinkers distributed (drinking troughs)	10
Kg. of feed distributed	6,000
Incubators Installed	10

Agricultural Radio Programs

To capitalize on the high rate of radio listeners in Afghanistan's rural areas, Mercy Corps broadcasts radio programs to share information on agricultural and food processing techniques. The organization worked with Helmand's community radio station, *Saba Woon* to produce and broadcast the six radio programs on the topic 'Women in Agriculture'. The radio programs are half hour in duration and were broadcasted once a week during the day, over a three month period. This information is presented through success stories and interviews with both project staff and project beneficiaries. Mercy Corps estimates that the broadcasts reached 3,500⁷ direct beneficiaries - women engaged in domestic agriculture activities.

⁷ Helmand's community radio station has the potential to reach 140,000 people. Of that, Mercy Corps assumed about 50% are women and that approximately only 5% of those women would listen to the Women in Agriculture radio broadcasts during the grant's three months of operation.

Income Generating & Construction Activities for Sustainable Livelihood in Helmand			
Grantee: VARA	Location: Girishk, Lashkar Gah, Nad-i-Ali,	Grant Value \$250,000	Total Disbursed by AIP: \$0

VARA is a local NGO which has been implementing agriculture projects in Helmand since 1993. On May 12, 2005, VARA was awarded a \$250,000 grant to promote income-generating activities for women in Bolan (Lashkar Gah), Girishk, and Nad-i-Ali, - including training in poultry raising and tailoring. Additionally, VARA planned to construct/renovate two community centers for women in the district centers of Girishk and Nad-i-Ali with guidance from the Department of Women’s Affairs (DoWA). The community centers, each serving 80 - 100 women, would be central meeting places for holding continuing vocational training and social awareness courses.

Unfortunately, VARA was awarded its grant only one week prior to AIP’s programmatic suspension; beyond beginning recruits for vocational trainers and conducting initial site selection surveys for community centers, VARA has carried out no other activities under its grant. However, the organization is eager to begin its granted activities under RAMP/Chemonics management once the security situation becomes more amenable.

Section 3

3.1 Assessing Impact

It would be a severe understatement to say that the deteriorating security environment in Helmand hindered AIP and its partners in reaching their targeted objectives. The attacks in May not only led to the premature suspension of cash-for-work activities, but also forced grantees to re-evaluate their planned activities and security measures, and significantly affected the general morale of local and international staff. However, it is important to recognize that in the seven months AIP was in full operation, the project rapidly expanded, creating a visible impact in the host communities and laying the foundation for further alternative livelihood activities in the region. ALP/S and Chemonics/RAMP and other collaborating partners will be able to build off of AIP’s progress, and continue to facilitate income generating activities for the target beneficiaries.

Cash for Work Component

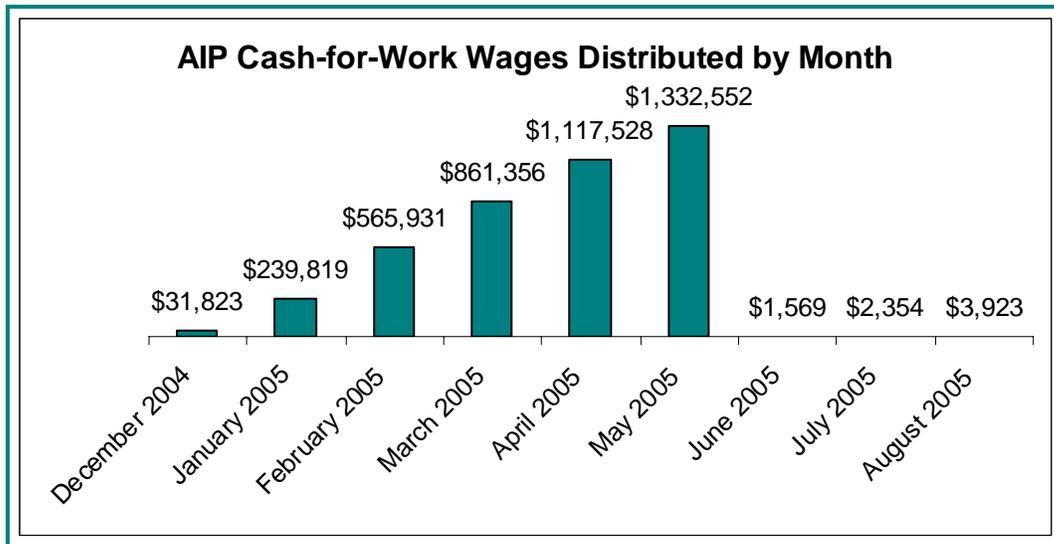
Objective 1: Creation of immediate employment generating activities with the direct involvement of local governments and beneficiary communities.

Goal: Generation of 2,500,000 labor days of employment

Through its cash-for-work component, AIP generated 1,066,823 labor days – 43 percent of its targeted 2,500,000. The following chart illustrates how with each successive month, AIP’s workforce grew, and proportionally increased the amount of wages infused into the local

economy. For its cash-for-work component AIP paid laborers an average of US\$4 per day, and ultimately distributed over US\$4.1 million in wages.

It is important to note that even though all cash-for-work activities stopped half-way through May, this month still generated the most labor days. Had cash-for-work activities not been suspended, it is anticipated that the wages distributed (and corresponding labor days) in May would be approximately twice the reported amount below. Although no other cash-for-work activities were operational in June, July and August, AIP was able to safely carry-out renovations on HAVA’s laboratory, generating 2,035 labor days equating to US\$7,846 in wages.



At the time of AIP’s suspension, there were approximately 14,000 active laborers engaged in cash-for-work activities, who had earned a total of \$902,515 in wages since the last pay mission. During the suspension AIP made it priority to ensure that all laborers received the wages they were due. As the security situation prevented the paymasters from visiting many of the worksites to pay the individual laborers directly, AIP developed alternative methods for distributing all of the outstanding wages to the cash-for-work laborers.

Through radio announcements broadcasted throughout the province, AIP assured laborers that they would be paid for their work, and thanked them for their patience. From June 29 to July 30, AIP invited the foremen and site supervisors to the HAVA office compound in Lashkar Gah to collect their wages and the wages of the 20 laborers under each of their charge. AIP paid \$714,669 in outstanding wages through this method.

The project was able to deliver the remaining \$240,267 in outstanding wages through PRT-escorted pay missions to the district centers of Naw Zad and Garmser. At the district centers, with assistance from the *woliswals*, AIP paymasters distributed pay packets to foremen and site supervisors who were in turn responsible for paying the individual laborers. AIP employed field managers within the worksite communities who verified that the foremen and site supervisors fairly distributed the wages to the laborers.

All of the foremen were pleased to receive the past wages, and seemed to be understanding of AIP’s security concerns. However, the question on everyone’s mind was: ‘When are the cash-for-work programs going to re-start?’



“The laborers are not worried about the delay in payment. They don’t care about the money. They want [AIP] to continue because the project is good for the land and good for the country”

– Abdul Hakeem,
Foreman from Marja
worksite

The community members felt both the positive short term and long term impact of AIP – they were provided with employment that paid as well and was for a longer duration than those jobs with the poppy industry; and their farmlands were improved making it possible to produce greater yields of licit agricultural commodities.

Collectively the laborers improved the drainage and irrigation of approximately 27,823 and 14,879 hectares respectively of farmlands in their communities. Additionally, AIP cash-for-work activities repaired 13.2 kilometers of access roads, renovated HAVA’s laboratory – rendering it suitable for limited operations to resume, and trained 14 households in Darweshan on proper construction of gabion baskets.

Impact of AIP Cash-for-Work Activities		
Cash for Work Activity	Laborers Employed	Impact
Drain Cleaning	7,600	27,823 of land with improved drainage
Canal Cleaning	8,700	7,599 hectares with improved irrigation
Karez Cleaning	4,350	7,280 hectares of land with improved irrigation
Road Rehabilitation	1,280	13.2 kilometers of access roads repaired
HAVA Lab Renovation	55	1 laboratory renovated
Gabion Basket Weaving	28	14 households trained in gabion basket weaving.

Even as AIP was closing, the project continued to receive petitions from participating communities, urging the full resumption of work. The word of AIP’s lasting contributions to local economies traveled fast. This intangible impact illustrates that AIP was indeed a successful project that responded directly to community needs and clearly provided alternative income opportunities to individuals in poppy producing regions of Helmand.

Community Development Grant Component

Objective 2: Facilitation of an economic safety net for populations unable to participate in alternative employment activities.

Goal: Completion of social and enterprise development activities targeting vulnerable populations.

Collectively, INTERSOS and Mercy Corps orchestrated vocational training programs for 536 participants – classified as ‘vulnerable’ by their economic status and limited access to income generating opportunities. Of these participants, 48 were enrolled in ‘training of trainers’ programs or hired by the grantee to lead vocational training courses. Additionally, AIP’s grant component funded the production and broadcast of six radio programs to convey best practices for agricultural domestic activities, and facilitated social protection programs (literacy courses, non-formal/recreational activities, awareness campaigns for education programs for 3,946 individuals.

Unlike AIP’s first objective’s goal, its second objective’s goal cannot be easily quantified. There is no set figure specifying the number of social and enterprise development activities needed to be completed in order to determine when the objective has been achieved.

In order for AIP to monitor the facilitation of an economic safety net, each grantee designed a set of specific indicators which were used to measure progress on the various activities they were implementing. The grantees’ activities can be divided into four primary categories: (1) vocational training, (2) agricultural radio program production, and (3) community center construction/renovation, and (4) social protection courses/campaigns.

All of the grantees activities had a targeted number of beneficiaries which they intended to reach. Direct beneficiaries are those individuals who are directly involved in the activity – participants of a vocational course or women who would benefit from agricultural radio programs. Each granted activity also had indirect impact on those individuals who share a household with the direct beneficiaries – they experience a positive ripple effect of the vocational programs and agricultural extension activities.

Beneficiaries Reached through AIP’s Community Development Grants				
Grant Activity	Responsible Party	Beneficiaries		Percent of Target Reached
		Target	Actual	
Vocational Training	INTERSOS, Mercy Corps, VARA	1,395 (men and women)	536 (men and women)	38%
Agricultural Radio Programs	Mercy Corps	3,500	3,500	100%
Community Center Construction and Renovation	VARA	2	0	0%
Social Protection courses/campaigns	INTERSOS	11,860 (men, women, and children)	3,946 (men, women, and children)	33%

Although the grantees can measure the number of beneficiaries their activities reached through attendance sheets and radio listener data, it is unfortunately difficult to gauge the lasting impact of AIP's grants component at this time - graduates of vocational courses have had little time to practice their new skills, and agriculture cycles have not completed.

Whether or not AIP's grantees were successful in providing sustainable alternative income generating activities can not yet be determined. Upon issuance of the grants, each organization proposed monitoring plans that were designed to gather data through observations and in-depth surveys and interviews with beneficiaries. However, due to limited operation and accessibility to the project sites during the suspension, the grantees were not able to carry-out all of their monitoring activities by AIP's closure. As AIP's grant component is folding into RAMP/Chemonics, new reporting tools are being developed to more accurately gauge the impact the activities have had thus far, and to explore alternate ways to safely implement and monitor activities in consideration of the ever-changing security environment in southern Afghanistan.

Once again, an intangible impact of AIP is realized in the community response to the project's suspension. Both INTERSOS and Mercy Corps have been questioned by their beneficiaries as to when the vocational training activities will resume.

RAMP/Chemonics Metrics

AIP operated as Job Order 46 under RAMP/Chemonics - a national program working to achieve the overall strategic objective to increase the marketable value of Afghanistan's agricultural products by \$250 million over three years (July 2003 – June 2006). In order to track progress in achieving this strategic objective, RAMP/Chemonics submits to USAID/Afghanistan metrics data, reporting on the outputs of the contract's activities. On a bi-weekly basis, RAMP/Chemonics updates a report of 10 specific indicators ranging from kilometers of canals rehabilitated, to market-centers constructed, to women trained in poultry production and management.

As a RAMP/Chemonics Job Order, AIP is responsible for ensuring that its individual activities contribute to the prime contract's strategic objectives. AIP has contributed to five of RAMP/Chemonics' 10 metric indicators.

AIP's Contribution to RAMP/Chemonics Metrics		
Indicator	RAMP/Chemonics Target	AIP Contribution
Km. of canal rehabilitated	320	217
Irrigation structures rehabilitated	232	N/A
Hectares receiving improved irrigation	310,000	31,600
Km. of farm to market roads rehabilitated	120	13.2
Loan officers trained	1,150	N/A
Livestock vaccinated/treated	3,000,000	N/A
Chickens distributed	5,000	3,000
Women trained in poultry management	4,060	120
Farmers served by extension	520,000	N/A
Market centers constructed	131	N/A

3.2 Transition Plan

During AIP's suspension, Chemonics engaged in consultations with USAID and private security service providers to determine a safe and cost-effective means for the project's activities to resume. On July 30, 2005, Chemonics and USAID/Afghanistan decided that most efficient use of USAID resources was to discontinue all of AIP's activities and incorporate the cash-for-work component and the community development grants component into ALP/S and RAMP/Chemonics respectively. The funds remaining under AIP's Job Order, will revert back to RAMP/Chemonics to be reprogrammed.

Cash-for-work activities, project staff and assets to ALP/S

When USAID/Afghanistan solicited proposals for AIP, it was envisioned that the project would be a quick-impact predecessor to a larger USAID-funded alternative livelihood program in the region. USAID/Afghanistan's national Alternative Livelihoods Program has an ultimate programmatic goal to accelerate broad-based, sustainable regional economic development, in ways that provide new opportunities to the Afghan population to seek livelihoods in the licit economy. The program is divided into 3 regions (eastern, northern, southern) in Afghanistan which are classified as the highest producers of opium poppy.

On February 15, 2005, USAID awarded to Chemonics a US\$119.9 million contract to manage ALP activities in the southern region (ALP/S). ALP/S is working to achieve two strategic objectives (1) Help accelerate licit economic growth and business activities in selected provinces in which poppy cultivation is thriving, and (2) Help provide an immediate source of income to poor households whose livelihoods depend, directly or indirectly, on the temporary opium economy.

AIP's cash-for-work activities feed directly into ALP/S' second objective of providing an immediate source of income to its target beneficiaries. AIP is transferring over 12 cash-for-work projects that can resume in a matter of a few days under ALP/S' management once the security situation improves. ALP/S will adopt AIP's cash-for-work management structure to build on the momentum and community recognition that AIP had already achieved.

AIP's Remaining Cash-for-Work Activities		
Location	Activity	Percent of Work Complete
Babaji	Drain Cleaning	2%
Bolan	Drain Cleaning	59%
Darweshan	Drain Cleaning	36%
Lashkar Gah	Drain Cleaning	3%
Marja	Drain Cleaning	57%
Nad-i-Ali	Drain Cleaning	51%
Lashkar Gah	Canal Cleaning	25%
Kajaki	Karez Cleaning	14%
Musa Qala	Karez Cleaning	34%
Naw Zad	Karez Cleaning	5%
Kajaki	Road Rehabilitation	11%
Sangin	Road Rehabilitation	29%

The majority of AIP's local staff will be transferred over to ALP/S office in Lashkar Gah to manage the cash-for-work component of the larger program. At the project's closure, AIP had 102 national staff on its payroll. (These figures do not include the 14,000 cash-for-work laborers who were not full time staff members, as they were hired on a project specific basis). AIP's staff members have acquired significant institutional knowledge and will be able to easily resume administering and monitoring cash-for-work activities with little advanced preparation. Engineers from AIP have already begun working with ALP/S staff to determine which activities would be the most appropriate to resume first.

Additionally, AIP will transfer the majority of its physical assets to ALP/S, so the program will not need to spend additional time procuring office/technical equipment before resuming cash-for-work activities.

Community development grants to RAMP/Chemonics

As explained earlier, AIP was originally issued as one of the 52 Job Orders under the RAMP/Chemonics' prime contract with USAID. To date, RAMP/Chemonics has issued 13 grants focusing on micro-finance loans, agri-input subsidies, and business development.

By July 31, 2005, one of AIP's grantee had not yet begun work (VARA), one grantee's period of performance had expired although only a portion of their funding had been used, (Mercy Corps), and one remains active (INTERSOS). Due to security concerns, none of the grantees were able to implement their entire range of activities as planned, nor have they received their all of their obligated funding. The grantees have each been assigned a project manager from within RAMP/Chemonics' staff in Kabul. These project managers are working with the grantees to reprogram activities if necessary, design new monitoring tools, and modify the grants' period of performance to account for the inactivity during AIP's suspension. Under RAMP/Chemonics, AIP's community development grantees will continue their work as follows:

INTERSOS

Helmand Alternative Income Opportunities Program

All of INTERSOS' activities are focused on the residents of the Mokhtar IDP camp. As this community is relatively self contained, INTERSOS was able to continue work on its vocational training and non-formal education programs. INTERSOS is currently working with RAMP/Chemonics to modify its grant, extending the period of performance to December 31, 2005. INTERSOS and RAMP/Chemonics' are refining its reporting procedures/requirements for the grant, accounting for an anticipated limited accessibility to project beneficiaries.

Mercy Corps International

Project to Support Income Generation and Agricultural Training

Mercy Corps' grant with AIP expired on July 31, 2005. By this date, Mercy Corps was successful in establishing poultry training groups for women and producing its planned number of agricultural radio programs. However, the security situation prevented the organization from carrying out its agricultural production/processing vocational courses and its further enterprise training for the women's poultry groups. Consequently, Mercy Corps only spent 63 percent of its obligated funding by the

grant's completion. Mercy Corps is currently in negotiations with RAMP/Chemonics to determine if both parties are inclined to issue a new grant, and if so, what activities will fit best with the prime contractor's strategic objectives.

VARA

Income Generating & Construction Activities for Sustainable Livelihood in Helmand

To date, no funds have been disbursed to VARA for its grant under AIP. However, the grantee is very interested in commencing activities after the September elections, when it anticipates the security situation to have relaxed.

Although ALP/S will not be providing any funding to these grants, representatives from that project are already meeting with INTERSOS, Mercy Corps, and VARA to explore possibilities for further small-enterprise development activities in Helmand.

3.3 Lessons Learned

AIP's seven months of operations demonstrated that the project could very quickly and effectively design and implement community-driven alternative livelihood activities. The project's expansion rate was phenomenal, ultimately providing employment for over 20,000 individuals throughout Helmand. Although the project did not run its course as planned, it is important to focus on those aspects that contributed to its success. Following is a summary of lessons AIP learned while working Helmand. These lessons could be very beneficial to project designers that plan on implementing further alternative livelihood programs within the region.

Involve the Community from Beginning. There is no way that AIP could have been so successful without the ongoing participation of its host communities. From the very beginning, AIP made efforts to understand the needs of the community, and collaboratively engaged them in the design and implementation of both its cash-for-work and vocational training components.

Hire Locally when Possible. The vast majority of AIP's local staff was from Helmand Province. Although AIP experienced an initial challenge in identifying qualified candidates, once recruitment announcements spread, the project was able to assemble an impressive team of local staff who had a vested interest in supporting alternative livelihood activities in their home province. In a country that is as ethnically diverse as Afghanistan, AIP found it most effective to hire personnel from within the host communities where possible. This employment strategy is reflected in AIP's transparent recruitment procedures, where site-supervisors, foremen and laborers were hired directly from the communities where cash-for-work activities were implemented. The laborers had a much more ownership in the projects, when it was their farmland which was affected by progress in cleaning canals, drains and karezes.

INTERSOS and Mercy Corps also recognized that vocational training courses were most effective when they were led by members of the community. Course participants were more receptive when provided with instruction from individuals known within their community.

Women in Helmand. Given the conservative reputation of southern Afghanistan, there was prevailing attitude that it would be difficult to involve women in project activities in Helmand; AIP did not find this to be the case. For its administrative staff based in Lashkar Gah, AIP initially interviewed approximately 20 women; AIP subsequently hired two of these women. The women AIP interviewed were all eager to find jobs, and many of them had served as community development workers for international and local NGOs in the region. However, in reviewing candidates, AIP did note that a common disqualifying attribute of many women was their limited English language skills.

In addition to employing women within its administrative staff, AIP was effective in contributing to the livelihood of women beneficiaries through its gabion weaving cash-for-work activity in Dareweshan. The women graciously received training in the proper construction of basket frames and were able to generate income by filling orders from HAVA engineers. AIP's grantees were also very successful in organizing vocational training, agricultural radio programs, and social protection campaigns that specifically targeted women beneficiaries.

Deal with Matters of Corruption Quickly. AIP's cash-for-work management and payment structures were designed to have enough layers of supervision that it would be difficult for individuals to commit corrupt practices. None-the-less, with an operation involving over 20,000 people and injecting over US\$4 million into a cash economy, the temptation for skimming funds was present. Thankfully, AIP only encountered one instance of corruption and extortion on its cash-for-work projects worksites. After allegations were thoroughly investigated, AIP quickly dismissed one foreman, a site supervisor and a field manager who were involved in falsifying attendance records. AIP's quick action sent a clear message to other worksites that corruption and extortion would not be tolerated.

Make Contingency Plans. Working in as volatile an environment as Helmand, it is appropriate and necessary to plan for 'worst-case-scenarios'. Project managers must be flexible, and able to respond operationally and programmatically to sudden changes in the security environment.

Regularly assess and modify security procedures. Each week security incidents occur in Helmand which had the potential to seriously jeopardize the project. AIP's security manager was in on-going contact with the PRT, ANSO, and collaborating partners to gather security information and adjust programmatic activities accordingly. In order to safely and effectively implement its activities, AIP needed to constantly assess the security situation and be able to adjust its work-plans accordingly.

3.4 Conclusion

The governments of Afghanistan and the United States have made it clear that it is essential to curb poppy production in order to achieve a strong democratic state. Collaborating partners have identified alternative livelihood activities as an essential component in national counter-narcotic strategies. Contributing to Afghan and American strategic objectives, AIP has shown that it is possible to implement quick-impact programs in remote environments, leading to greater economic security in regions of poppy production that will eventually be subjected to eradication.

By adhering to its four principals of implementation, AIP actively engaged relevant stakeholders in the design, management and facilitation of projects that directly benefited many of the most economically vulnerable people in Helmand – agricultural laborers dependent on deriving income from the poppy industry and IDPs. Although AIP’s cash-for-work activities did infuse a significant amount of cash into local economies, they were not designed to provide a sustainable source of income for the laborers. Rather they served the purpose of demonstrating to host communities that with the appropriate resources, direct beneficiaries can work cooperatively with local governing bodies and HAVA to identify specific infrastructure needs and mobilize to address them. It is the laborers who ultimately benefit from the impact of AIP’s cash-for-work activities; it is their farmland (or farmland of their employers) that now have improved access to water and better functioning drainage systems. As the quality of land is enhanced, farming communities have increased opportunity to cultivate a wider range of agriculture commodities, preparing them for the eventual eradication of opium poppy in the region.

Vocational training can indeed serve as an appropriate, if not required, vehicle for promoting alternative income opportunities. Through AIP, INTERSOS and Mercy Corps were able to provide training to 536 individuals in skills ranging from agricultural production, tailoring, masonry and motorbike repair. Although these initial efforts were successful, in order for the courses to have a lasting impact, the grantees (who will continue to operate under the RAMP/Chemonis prime contract) must work to implement subsequent and refresher training courses to build on the skill sets they have worked to develop. Vocational courses can be much more sustainable when further enterprise development training is incorporated into the programs, so beneficiaries can fully understand how their newly acquired skills can lead to a reliable source of income.

It is fortunate that the accomplishments AIP will feed directly into the programmatic objectives of ALP/S and RAMP/Chemonics. The direct beneficiaries involved AIP’s cash-for-work and vocational training components have indicated that they are eager for activities to resume. It is envisioned that once more appropriate security measures are in place, responding to the ever-changing environment of Helmand, ALP/S and RAMP/Chemonics will be able build on AIP’s momentum and continue to implement these very successful activities.



Chemonics International Security Report 6.2005

Chemonics International has been implementing projects in Afghanistan for USAID since July 2002. This is the first security report that has been necessary for any of the following programs:

- **Afghanistan Quick Impact Projects (AQIP): July 2002 – July 2003**
46,362 person days of employment generated for Afghan workers
53,531 households benefiting from individual projects
- **Rebuilding Agricultural Markets Program (RAMP): July 2003 – July 2006**
1,551,699 person days of employment generated for Afghan workers
- **Alternative Incomes Project (AIP) – November 2004 – November 2005**
847,622 person days of employment generated for Afghan workers
- **Alternative Livelihoods Project (ALP) – February 2005 – February 2009**

IED ATTACK ON AIP PAYROLL CONVOY – Helmand

2 security escort vehicles, 1 AIP payroll staff vehicle, 1 guide car

Approx. Time and Date: 0900 17 May 2005

Location: 27km south of Garmser on the irrigation canal access road.

Casualties: None

A payroll delivery convoy consisting of one Toyota Saracha guide vehicle, two pick up trucks - each with 4 armed security police, one Land Rover with AIP staff and payroll were proceeding along the irrigation access road toward the project site. A roadside IED was remotely detonated as the convoy passed, damaging the lead security escort truck. After the explosion, AIP security personnel secured the site and perimeter and arrested 17 individuals in the area. The 17 detainees were transferred to the Garmser police department. All were subsequently released.

The vehicle damaged by the explosion was towed back to Lashkar Gah by AIP vehicles.

Garmser police reported that they arrested Mullah Salam of Koshti Village, Darweshan district. He is a member of the Taraki tribe of Kuchi. He was an intelligence officer for the Taliban. Tribal elders came forward to declare that Mullah Salam was a good man, and the police released him. He is now in Pakistan

SHOOTING ATTACK ON AIP SURVEY TEAM – Helmand

1 vehicle, 1 armed security escort

Approx. Time and Date: 13:30, 18 May 2005

Location: Babaji District, approx. 15 km north of Lashkar Gah, Helmand – returning from lunch at the site of irrigation drains in the area.

Casualties: 5 dead

Moin Khair Muhammad Khan: AIP Monitoring and Evaluation Manager

Abdul Qader Khan Zaki: AIP M&E Assistant

Feda Muhammad Khan: Driver

Mohammad Nader Khan: HAVA Engineer

Noor Ahmad Khan: Bolan Police, security escort

An AIP team of 4 people was returning from lunch to the project site when, according to local witnesses, 3 motorcycles each carrying 2 armed men approached. The police escort escaped the vehicle and fired upon the attackers until he ran out of ammunition. The attackers shot the remaining four occupants through the legs to prevent them running and proceeded to hunt the police escort officer. He was found approximately 100 yards away from the vehicle, shot through the elbow and chest.

The attackers returned to the remaining passengers and shot them. Most died immediately, except the driver, who survived for about ½ hour after the shooting. None of the contents of the vehicle were disturbed, including a camera and GPS unit.

No arrests have been made although the list of suspects includes known Taliban leaders from Washer, Kajuki and Babaji. All suspects are either hiding in the Washer Mountains or in Pakistan.

SHOOTING ATTACK ON VEHICLE CARRYING BODY OF AIP STAFF MEMBER TO KABUL FOR BURIAL - Zabul

1 AIP Vehicle, 1 security escort vehicle

Approx. Time and Date: 04:00 hours, 19 May 2005

Location: Qalat District

Casualties: 6 dead.

Noor Hassan: AIP Site Manager

Mohammad Ehsan Atae: AIP Facilities Manager

Abdul Khaliq: Driver

Mohammad Yacoub: Driver

Mia Jan: Relative of the deceased – Moin Khair Muhammad Khan

Hayatullah: Relative of the deceased – Moin Khair Muhammad Khan

According to Islamic practice and tradition in Afghanistan, the family of one of the victims of the May 18 attack, Moin Khair Mohammad, insisted on bringing the body to Kabul for immediate burial. The group escorting the body to Kabul was advised to wait until a security escort was arranged. The escort consisted of one vehicle with 3 armed personnel and one driver to accompany the vehicle bearing Moin Khair Mohammad's body. The security escort arrived at the AIP office in Lashkar Gah at approximately 21:00 hours and the two vehicles left Lashkar Gah at approximately 21:30 hours.

As the vehicle passed through Kandahar, the security escort turned back to Lashkar Gah. The funeral vehicle proceeded north without escort.

As the funeral vehicle approached a bridge under construction near Spina Ghabarga, Qalat district, an RPG was fired at the back of the truck, causing some damage. When the driver stopped to examine the damage, he was approached and questioned by a villager. The villager was told that this was a vehicle delivering a body to Kabul. The villager retreated and the assailants approached the truck. The driver was shot in his seat and the remaining occupants were taken from the truck, moved down the bridge embankment and executed – shot through the head and back.

The assailants then broke open the casket and removed money that had been placed on the person of the deceased by AIP staff in Lashkar Gah. Then, approximately 165 rounds were fired into the vehicle.

Local authorities reported that a Taliban cell in Zabul associated with Mullah Ahmad Shah and his cousin Mullah Shahzada were contacted by telephone from Lashkar Gah by a Helmand Taliban cell and given details of the proposed movement of Moin Khair Mohammad's body.

RAMP/Chemonics - JO#46

Alternative Income Project (AIP) Activities

November 18, 2004 - August 31, 2005

Objective 1: Creation of immediate employment generating activities with the direct involvement of local governments and beneficiary communities.

Goal: Generation of 2,500,000 labor days of employment

Cash-for-Work Component	Technical Indicator	Target	Actual	Percent Complete	Laborers Employed	Labor Days Generated	Wages Paid	Comments
1.1 Drain Cleaning								
Babaji (Lashkar Gah District)	kilometers cleaned	50	1	2%	400	9,370	\$ 36,677	Collectively, AIP's minor drain cleaning activities improved the drainage of water for 27,792 hectares of farmland. Additionally, within Lashkar Gah city, laborers cleaned 86 meters of roadside ditches, improving the drainage of water from residential areas.
Bashran (Lashkar Gah District)	kilometers cleaned	0.8	0.8	100%	400	20,210	\$ 77,882	
Bolan (Lashkar Gah District)	kilometers cleaned	27.38	16.19	59%	2,000	13,955	\$ 57,606	
Darweshan (Garmser District)	kilometers cleaned	110	40	36%	500	62,886	\$ 253,914	
Kajaki	kilometers cleaned	45	45	100%	400	74,256	\$ 286,155	
Lashkar Gah City	kilometers cleaned	33	0.86	3%	200	760	\$ 3,286	
Marja	kilometers cleaned	676	386.6	57%	1,500	214,616	\$ 862,488	
Nad-i-Ali	kilometers cleaned	600	304.5	51%	2,200	237,999	\$ 922,847	
Total:	kilometers cleaned	1,542	795	52%	7,600	634,052	\$ 2,500,854	
1.2 Canal Cleaning								
Bashran (Lashkar Gah District)	kilometers cleaned	4.8	4.8	100%	400	1,909	\$ 5,862	Collectively, AIP's minor canal cleaning activities improved irrigation to 7,548 hectares of farmland. In Lashkar Gah city, laborers cleaned 1.5 kilometers of a irrigation ditch drawing water from the Nahri Sarraj canal and feeding residential areas.
Darweshan (Garmser District)	kilometers cleaned	40	40	100%	1,500	76,860	\$ 310,339	
Lashkar Gah City	kilometers cleaned	6	1.5	25%	200	2,393	\$ 3,858	
Marja	kilometers cleaned	65.6	65.69	100%	1,500	105,644	\$ 372,444	
Nad-i-Ali	kilometers cleaned	30.2	30.15	100%	2,200	12,060	\$ 43,400	
Nahri Sarraj	kilometers cleaned	75	75	100%	1,400	37,040	\$ 142,131	
Total:	kilometers cleaned	221.6	217.1	98%	7,200	235,906	\$ 878,034	
1.3 Karez Cleaning								
Kajaki	kilometers cleaned	920	130	14%	2,000	91,936	\$ 354,287	AIP Karez cleaning activates improved irrigation for 7,280 hectares of farmland
Musa Qala	kilometers cleaned	160	54	34%	1,000	39,973	\$ 163,777	
Naw Zad	kilometers cleaned	500	24	5%	1,350	22,029	\$ 89,070	
Total:	kilometers cleaned	1,580	208	13%	4,350	153,938	\$ 607,135	
1.4 Road Rehabilitation								
Kajaki	kilometers repaired	920	130	14%	400	10,608	\$ 40,879	A total of 184 kilometers of access road to Kandahar-Heart Highway has been repaired
Sangin	kilometers repaired	160	54	34%	880	29,724	\$ 120,903	
Total:	kilometers repaired	1080	184	17%	1,280	40,332	\$ 161,782	
1.5 HAVA Laboratory Renovation								
Lashkar Gah City	labs renovated	1	1	100%	60	2,035	\$ 1,204	Renovations to HAVA's lab in LKG include: electrical re-wiring, internal and external painting, new plumbing and a repaired septic tank, replaced broken windows, new tiles and fixtures in the bathrooms, and construction of a wall on the perimeter of the facility.
1.6 Gabion Basket Weaving								
Darweshan (Garmser District)	sq meters of wire woven	2234	2234	100%	28	560	\$ 7,846	14 households trained in gabion basket weaving
Total:					20,518	1,066,823	4,156,855	

RAMP/Chemonics - JO#46

Alternative Income Project (AIP) Activities

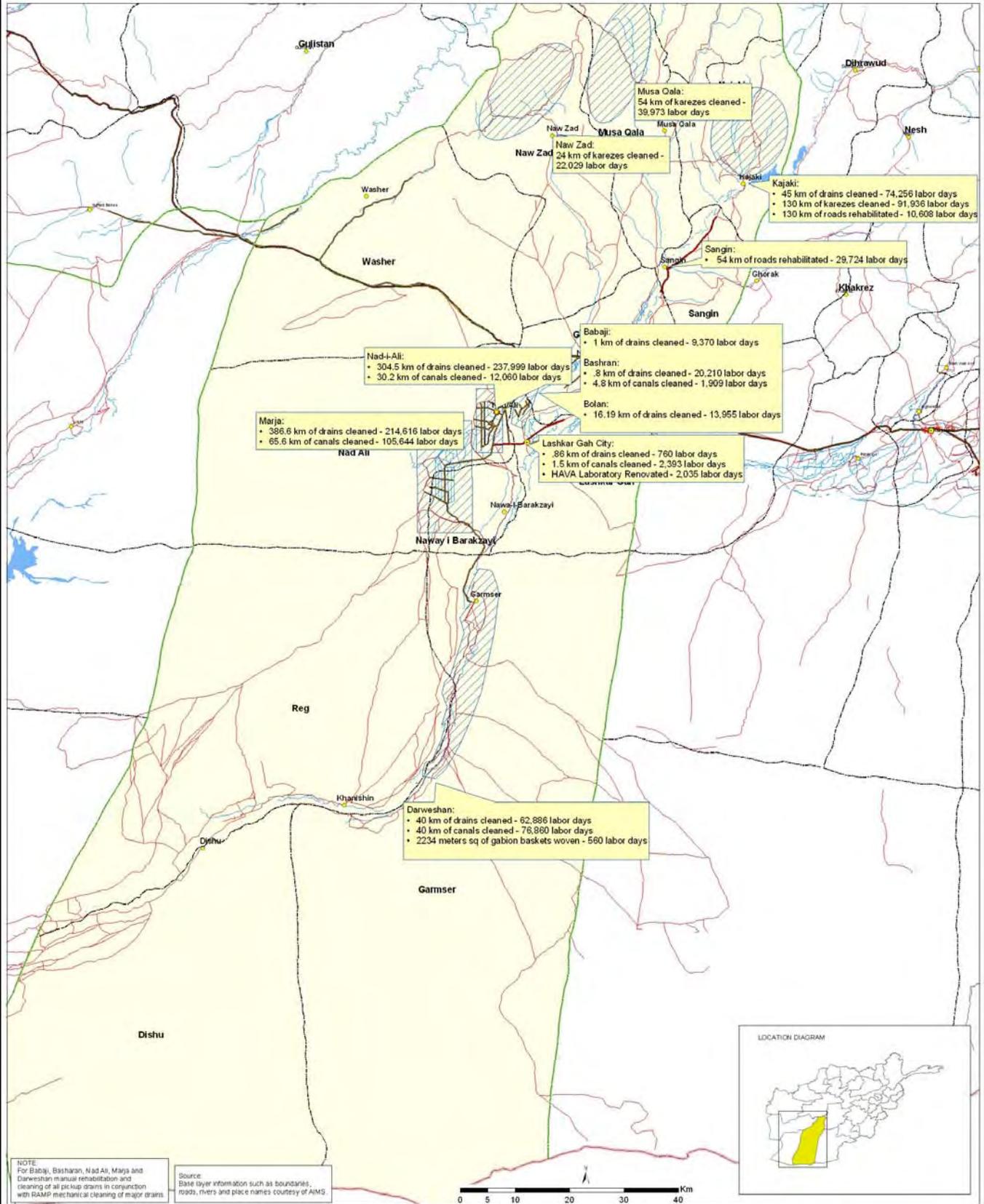
November 18, 2004 - August 31, 2005

Objective 2: Facilitation of economic safety net for populations unable to participate in alternative employment activities.

Goal: Completion of social and enterprise development activities targeting vulnerable populations

Community Development Grants Component	Technical Indicator	Target	Actual	Percent Complete	Comments
2.1 Vocational Training					
Foundation Level					
Agriculture Production/Processing	participants enrolled	180	0	0%	INTERSOS and Mercy Corps International worked with beneficiary communities to select participants for vocational training and to design appropriate course curriculum.
Carpentry	participants enrolled	40	49	123%	
Carpentry	participants enrolled	40	49	123%	
Masonry	participants enrolled	40	42	105%	
Motorbike Repairing	participants enrolled	40	65	163%	
Poultry Production Management	participants enrolled	720	120	17%	
Radio Repairing	participants enrolled	20	0	0%	
Tailoring	participants enrolled	220	100	45%	
Tractor Repairing	participants enrolled	20	20	100%	
Total:	participants enrolled	1,320	445	34%	
Advanced Level					
Motorbike Repairing	participants enrolled	30	7	23%	Graduates of advanced level vocational courses also received training in small enterprise development.
Tailoring	participants enrolled	45	36	80%	
Total:	participants enrolled	75	43	57%	
Training of Trainers	participants enrolled	-	48	-	INTERSOS and Mercy Corps trained, and employed representatives from beneficiary communities to lead vocational courses.
Grand Total:		1,395	536	38%	
2.2 Agricultural Radio Programs					
Women in Agriculture' Reach	programs produced	6	6	100%	Mercy Corps assumes about 50% of Helmand Community Radio's 140,000 audience are women and that approximately 5% of those women will listen to the Women in Agriculture radio broadcasts.
	estimated audience	3,500	3,500	100%	
2.3 Women's Community Centers					
Girishk	centers refurbished	1	0	0%	Once completed, the community centers will serve approximately 80-100 women in beneficiary communities.
Nad-i-Ali	centers refurbished	1	0	0%	
2.4 Social Protection					
Literacy	beneficiaries reached	100	250		
Non-Formal /Recreational Education	beneficiaries reached	250		10000	
Awareness Campaigns	beneficiaries reached	1,000	260		
Total:		11,860			
			3,946		
				33%	

Alternative Income Project (AIP) Cash-for-Work Activities - Helmand Province, Afghanistan



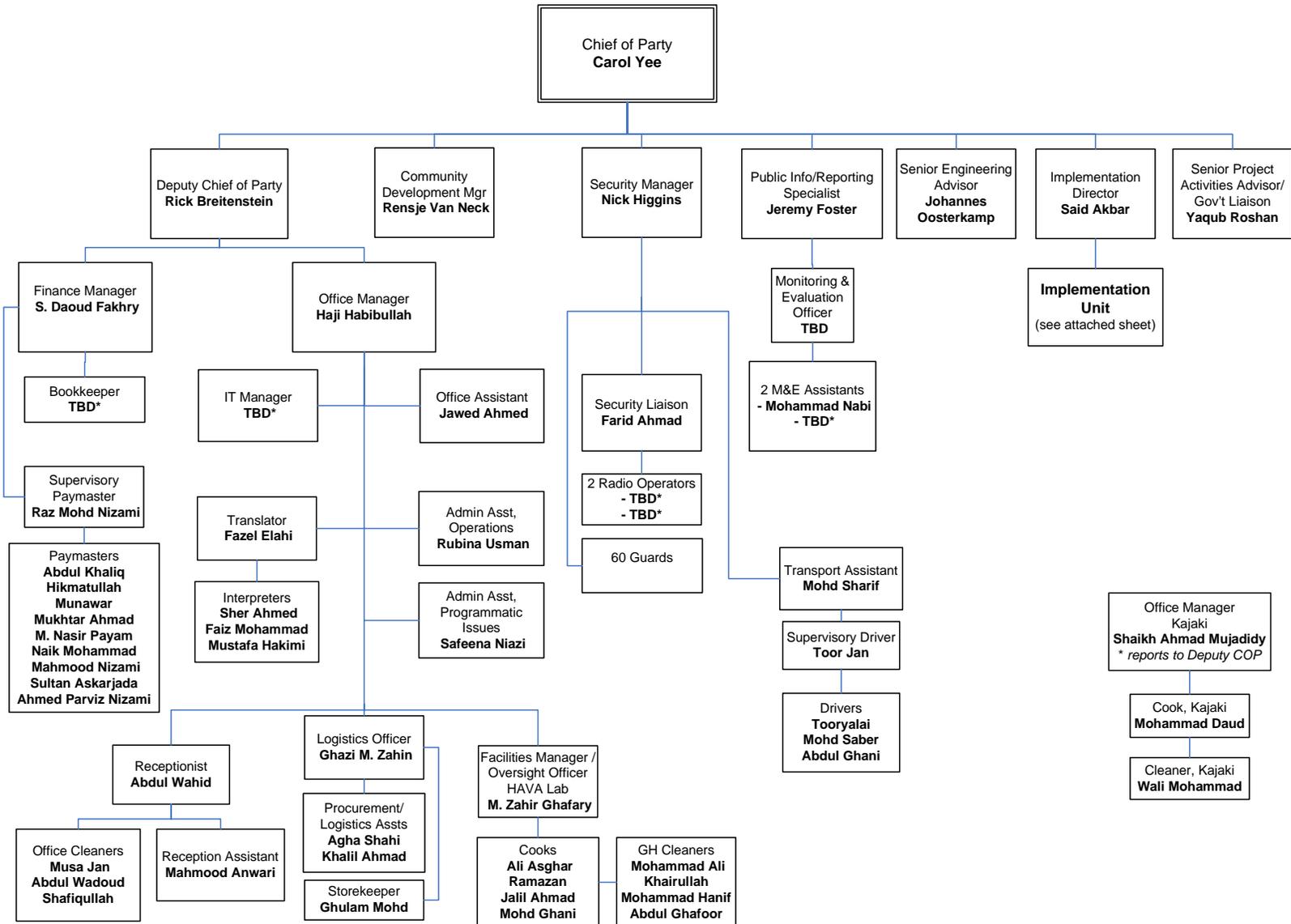
NOTE: For Babaji, Basharan, Nad Ali, Marja and Darweshan manual rehabilitation and cleaning of all pickup drains in conjunction with RAMP mechanical cleaning of major drains.

Source: Base layer information such as boundaries, roads, rivers and place names courtesy of AIMS.

LEGEND	
CENTERS	HYDROLOGY
● Province	— Main
● District	— Streams
BOUNDARIES	■ lakes
— International	ROADS
— Provincial	— Primary
— District	— Secondary
	— Tracks
	□ Karez (Approximate Location)



AIP Organization Chart



AIP Implementation Unit

